



2011 PMOC Annual Meeting

FEDERAL TRANSIT ADMINISTRATION

Oversight of Multi-Modal and Multi-Jurisdictional Projects Within the FTA Framework

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Prior FTA Multi-modal and Multi-jurisdictional Experience

FTA has limited experience

- **Denver T-Rex – Light Rail and Highway**
- St. Louis Metrolink – Bi-state Light Rail

Columbia River **CROSSING**



Combined Light Rail, Bridge and Highway Project

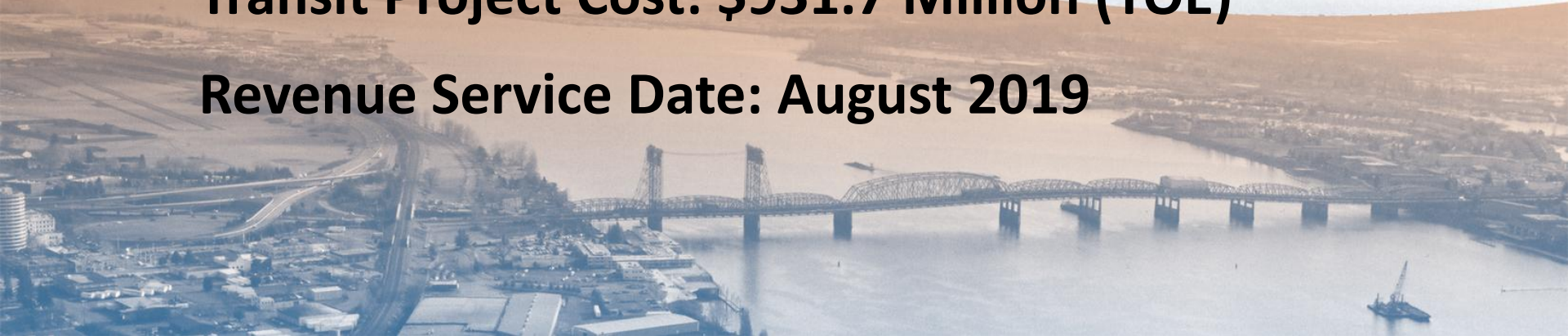
2.9 mile LRT Extension

5 miles highway improvements; 7 interchanges

Total Project Cost: \$3.565 Billion (YOE)

Transit Project Cost: \$931.7 Million (YOE)

Revenue Service Date: August 2019

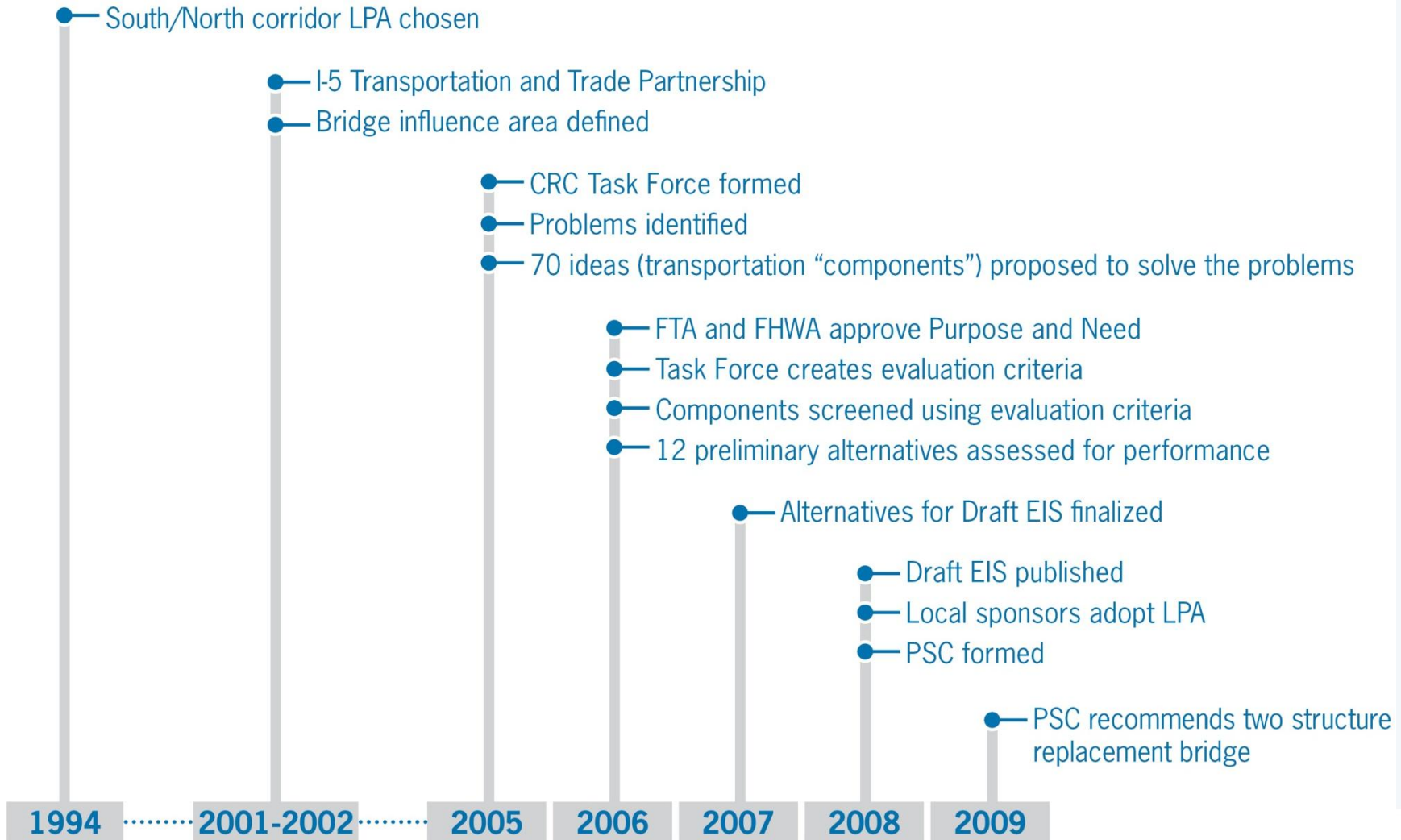


A National and Regional Priority

- Critical link between Canada and Mexico
- The only lift span bridge on I-5
- One-of-a-kind solution



Project History



Project Schedule



CRC is a long-term, comprehensive solution to improve safety and reduce congestion

- **Light rail** extension to Vancouver
- Replacement I-5 **bridge**
- Improvements to closely-spaced highway **interchanges**
- **Pedestrian and bicycle** facility improvements



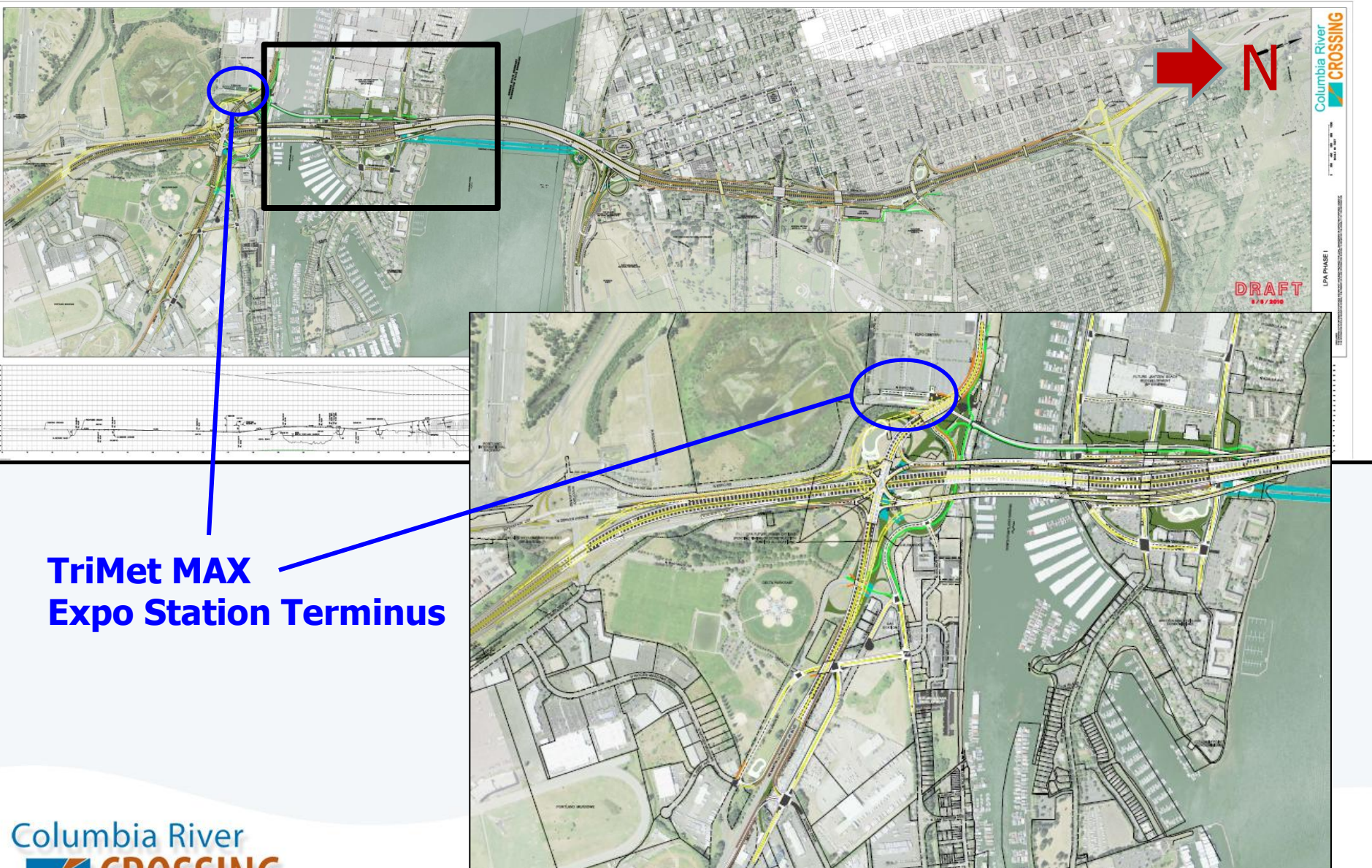
CRC Project Area



Significant Project Constraints

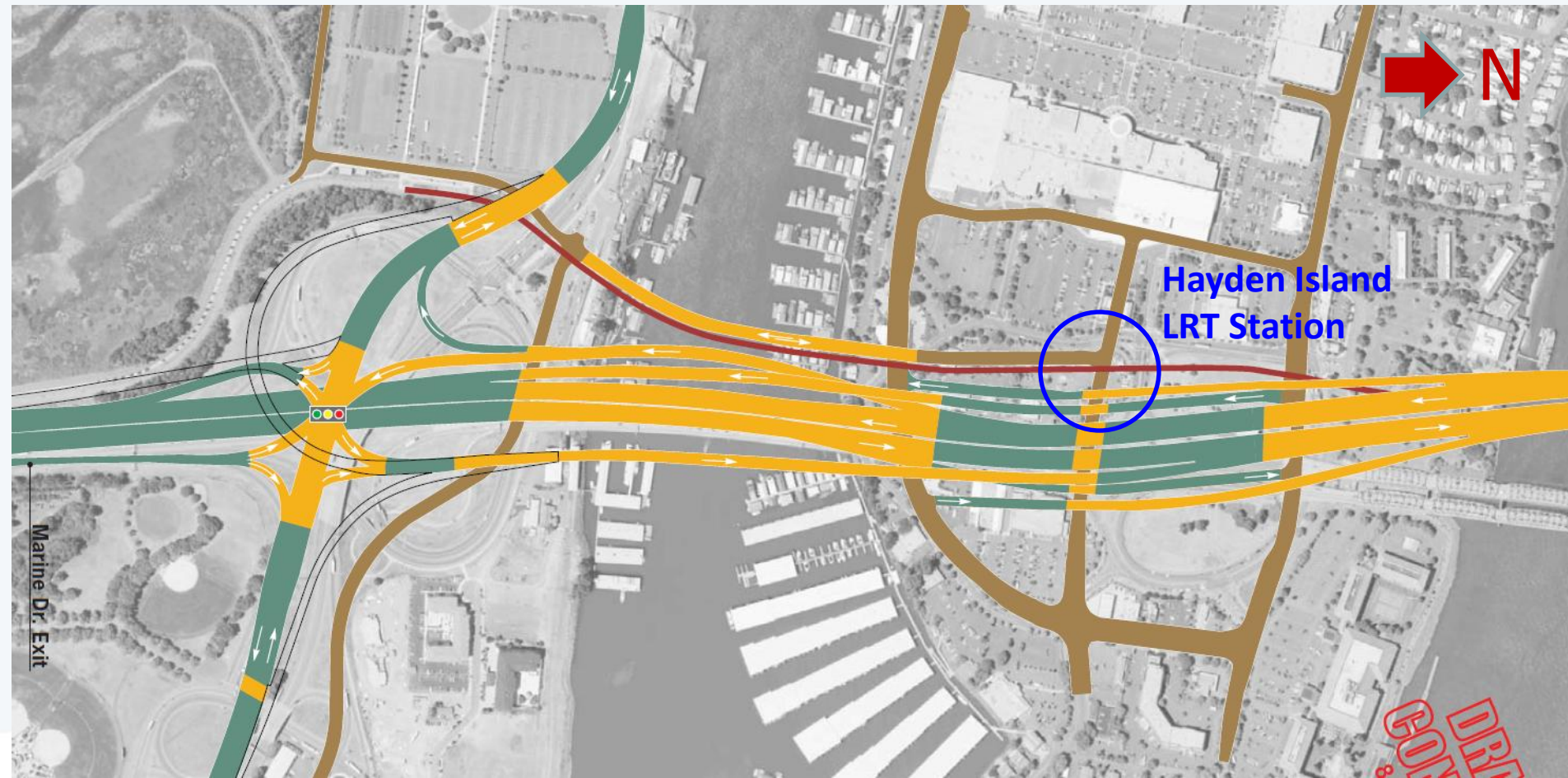
- Significant Native American cultural resources
- Presence of threatened and endangered species in Columbia River and North Portland Harbor
- Aviation clearances for PDX and Pearson Air Park
- Columbia River vertical and horizontal navigation clearances
- Adjacent to Fort Vancouver National Historic Site

Marine Drive Interchange

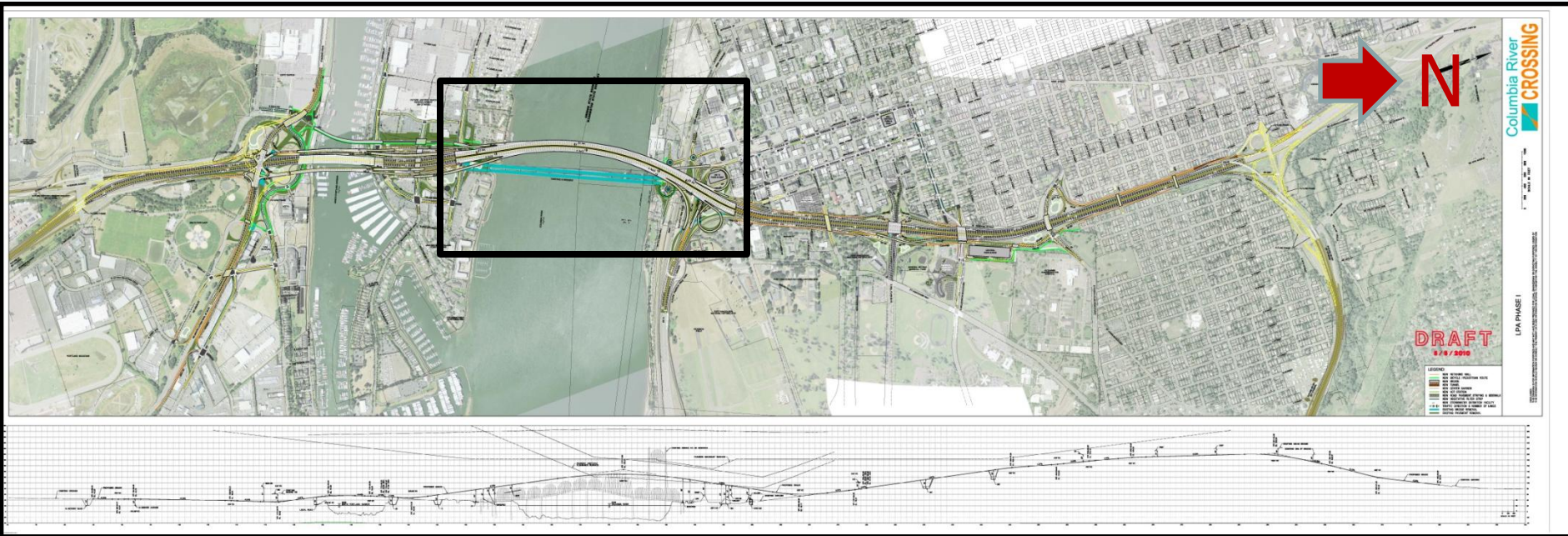


**TriMet MAX
Expo Station Terminus**

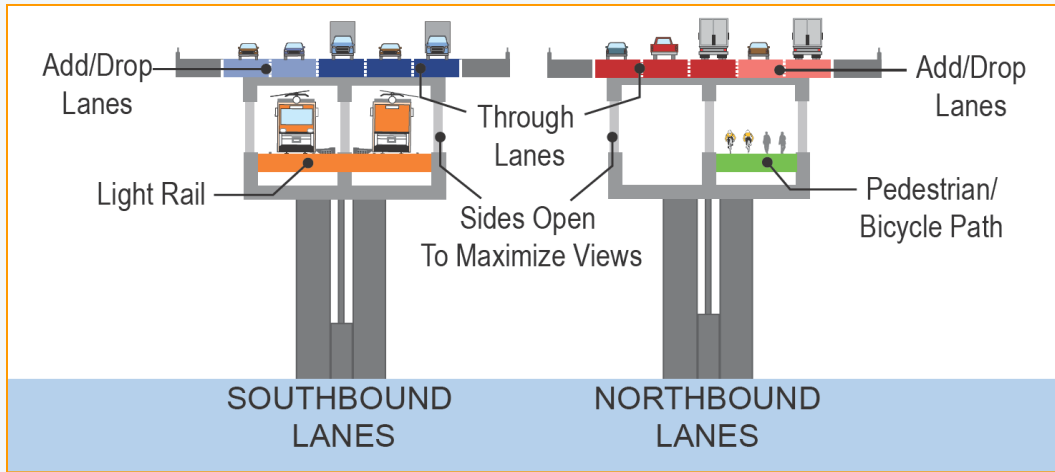
Alternative Hayden Island Interchange- "Concept D"



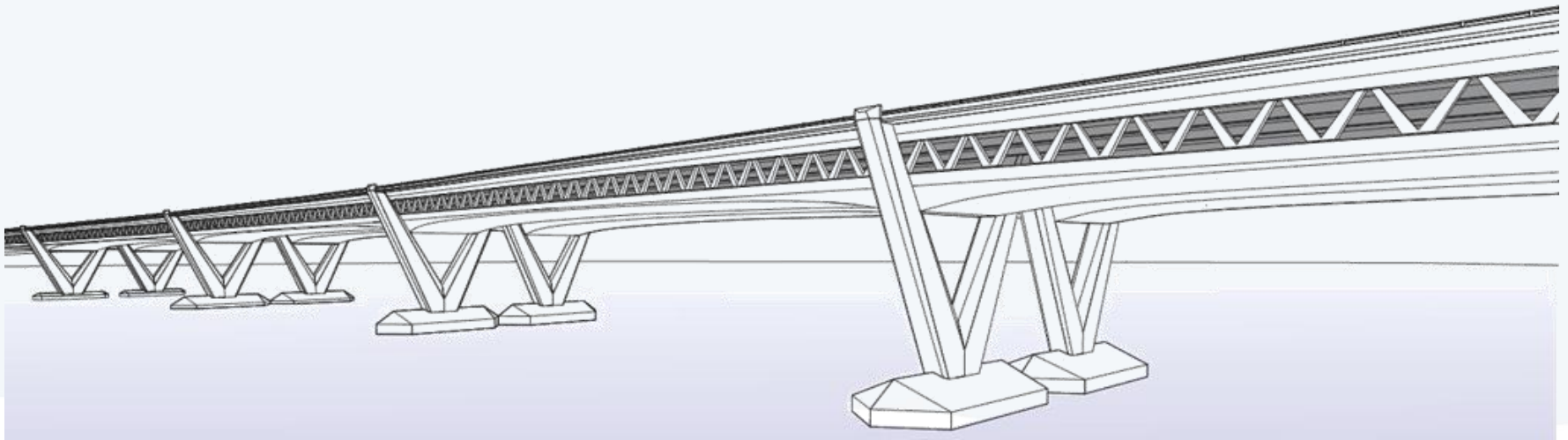
Columbia River Bridge



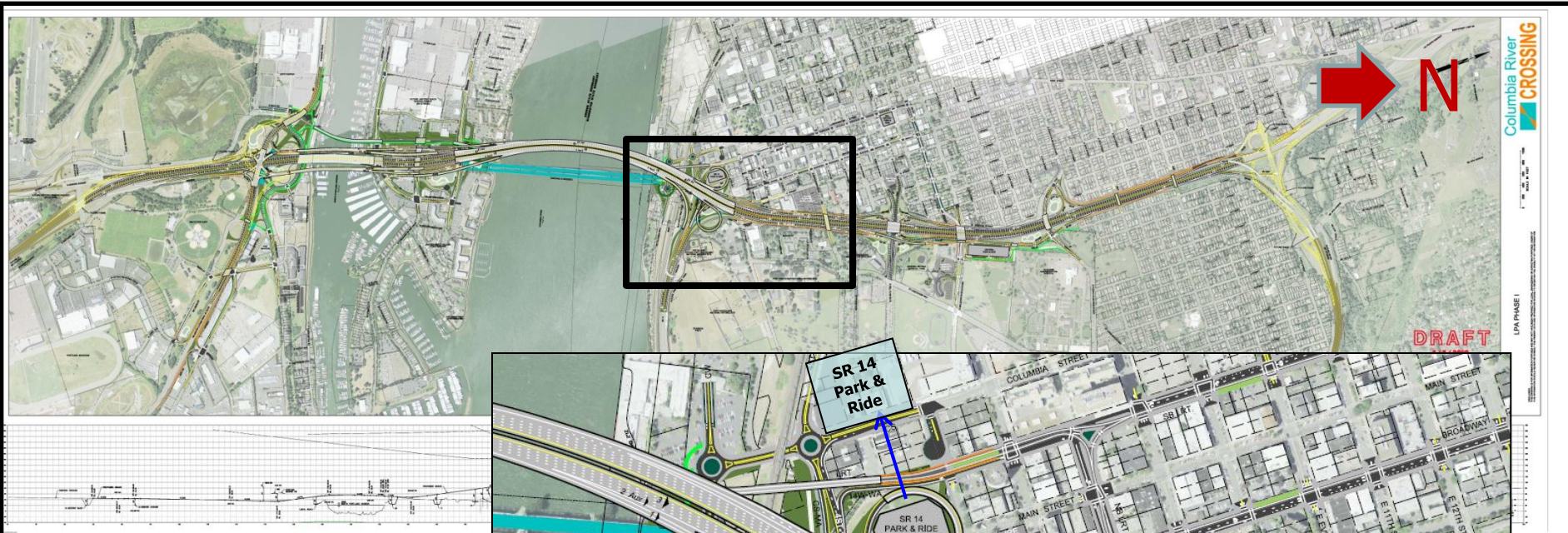
Locally Preferred Bridge Alternative



- Replacement bridge
- Light rail transit
- Pedestrian and bicycle path



SR 14 Interchange



Mill Plain Interchange



Light Rail Overview



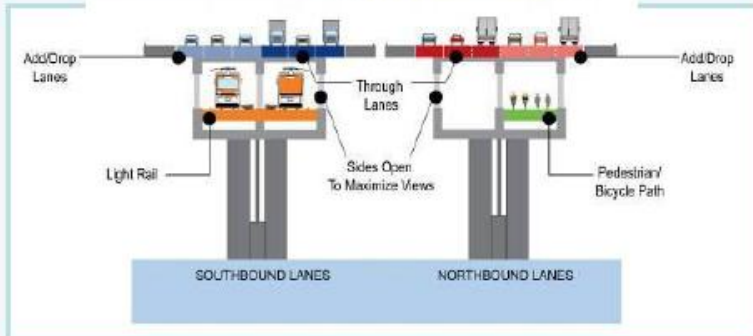
- 2.9 Mile LRT Extension
- 19 New LRVs
- Hayden Island Station
- Vancouver CBD Stations
- Clark College Terminus
- Maintenance Facility Expansion



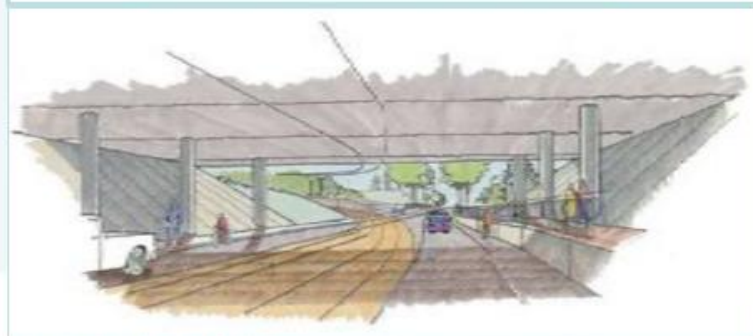
Critical Interface items in CRC project



- Marine Drive Interchange



- Columbia River Crossing Bridge



- McLoughlin Rd Undercrossing

Major Light Rail Elements



Downtown Vancouver Light Rail Alignment

- 4 stations with two station pairs
- 3 park & ride structures 2900 spaces total



The Participants

- FTA, FHWA, FAA
- 12 tribal governments
- WSDOT and ODOT
- TriMet and C-TRAN
- Metro and RTC (Regional Transportation Council)
- Portland, OR and Vancouver, WA
- Port of Portland and Port of Vancouver
- Legions of agencies from both states



Politics

- And you think an ordinary New Start project is complicated
- It's not enough to get agreement on the goal, but it's easier if leaders are on the same page
- Every local decision is political
- Who pays for what
- What color will the trains be
- FOIAs used as a political tool

New Start Considerations

- How do you rate a multi-modal project
- Special federal legislation
- How is the baseline defined and evaluated
- How is the local match requirement applied
- Finance plan challenges

Who's in Charge; Whose Rules Apply

- Governance is a big deal
- Having everyone on the same page is immensely helpful
- Conflict resolution – it's constant
- FTA process and guidance applies to transit
- FHWA process applies to highway and bridge
- WSDOT is grantee
- TriMet will operate LRT

Organizational Dynamics

- Shared leadership (DOTs)
- Shared leadership (Transit & Highway)
- One project – One staff
- Beware of silo mentality
 - Transit, bridge, highway
 - Agency staff, consultants
 - Cross-communication essential
- Personalities

One DOT

- We're One DOT, right?
- Post Record of Decision process different
- No FHWA competition for funds
- No ROW concurrence required for FHWA
- Finance plan requirements differ
- PMP requirements differ
- FHWA oversight vs. FTA PMOC

Jurisdictional Differences

- FHWA-WA and FHWA-OR
- State public contracting rules
- Tolling statutes
- Highway design standards
- Right-of-way processes
- Local development standards
- Local building codes
- Local preferences

New Grantee

- Washington State DOT is grantee
 - WSDOT Public Transportation Division
 - Limited prior New Starts experience
- Long history of managing large projects
- Little understanding of FTA New Start practices
- Don't understand competition for funds
- Not very motivated to change practices

What's a PMOC

- CRC has Mega-project status
- Limited FHWA oversight of state DOTs
- Need to understand and accept PMOC role
 - We've done this before
 - Why do you need to see that
 - Why are you here so often
- Availability of OPs helpful

Unfamiliar Local Jurisdiction

- Vancouver and Portland
- LRT across the river
- New mode (rail) for C-TRAN
- Cultural differences
- Differing priorities
 - Extend LRT system
 - Expand bridge and highway capacity
- Please don't tell me again how "they" do it

PMPs and Standard Procedures

- Grantee other than transit agency
- DOTs have volumes of policies and procedures
- “Cut and paste” PMPs
- Management needs to “own” their PMP
- “We’ll do it the same way we do other projects”
- Plans and sub-plans
 - More sub-plans and more complexity

Environmental Considerations

- NEPA applies to all federal projects
- FHWA vs FTA approach
- More than a single state makes things more complicated
- Inter-CEP – Interstate Collaborative Environmental Process

Inter-CEP Signatories

- National Marine Fisheries Service
- U.S. Army Corps of Engineers
- U.S. Environmental Protection Agency
- U.S. Fish and Wildlife Service
- Washington State Department of Ecology
- Washington State Department of Fish and Wildlife
- Washington State Department of Archaeology and Historic Preservation
- Oregon Department of Fish and Wildlife
- Oregon Department of Land Conservation and Development
- Oregon Department of State Lands
- Oregon State Historic Preservation Office
- Oregon Department of Environmental Quality

Right-of-Way Challenges

- Uniform Act applies to all USDOT funded ROW
- DOT's well qualified in ROW work
- DOT's don't have RAMPs
- Highway, transit and shared-use parcels
- C-TRAN lacks eminent domain authority
- State statutory restrictions may apply
- One or more IGAs required on ROW process
- Shortage of qualified appraisers
- Freight railroad involvement

Agreements

- Inter-governmental Agreements (9)
 - FTA Term Sheet
- Third-party agreements (50+)
 - Between jurisdictions and agencies
 - With private entities, e.g., utilities
- Permits (20)
- Sheer number of agreements an issue

Cost Allocation

- Capital costs – highway, transit and shared
- Maintenance facility cost allocation
- Transit operating cost allocation
- Fixed vs. variable costs
- Agency overhead cost allocation
- Force account costs
- Indistinguishable costs
- Who is allowed to pay for what

Contracting Issues

- Differing public contracting statutes
- Differing agency practices (TriMet vs. DOTs)
- States differ on innovative contracting
- Who is the contracting entity/entities
- Who manages what
- Contracts with transit and highway components
- FTA and FHWA contract requirements differ
- Complex program management required

What's Different, What's the Same

- The high priority issues for transit projects are still high priority
- Governance and decision making important
- Organizational dynamics more of a factor
- Evaluating multiple plans a challenge
- Numerous IGA's and third-party agreements
- What do you look at, what do you ignore

Columbia River



CROSSING

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